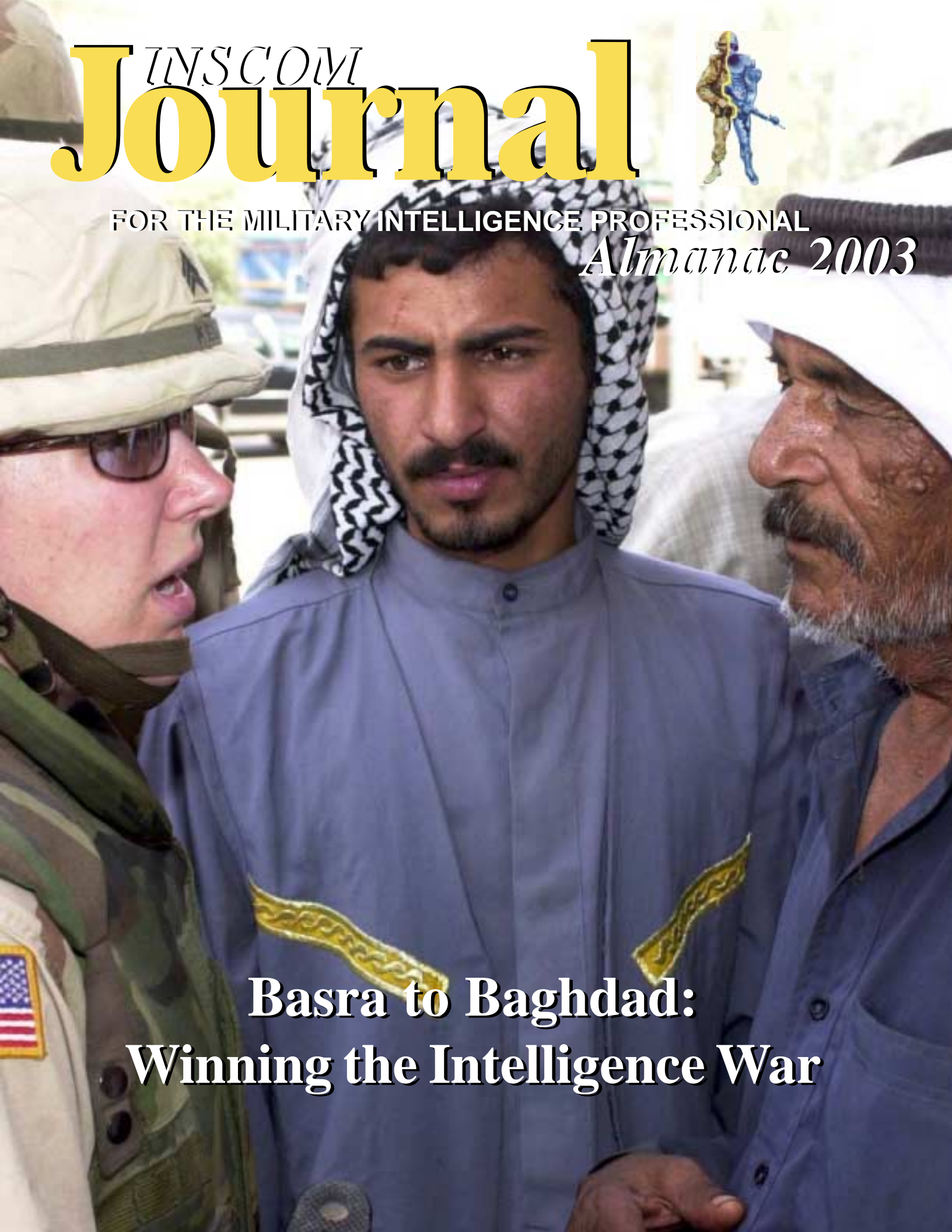


INSCOM **Journal**



FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Almanac 2003



**Basra to Baghdad:
Winning the Intelligence War**



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Cover photo by Staff Sgt. Klaus Baesu

Whether pulling guard duty or sending valuable information to unit commanders, intelligence soldiers, such as Sgt. Meghan Kelly, have played a large part during Operations Enduring Freedom and Iraqi Freedom. Active duty, National Guard and reserve soldiers have all worked together to help accomplish the INSCOM mission.



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From the commander's desk

By Maj. Gen. John F. Kimmons
Commander, INSCOM

Two years have passed since our nation was attacked Sept. 11, 2001, by terrorists committed to destroying America's "shining experiment" in freedom and opportunity. With the exception of the surprise attack on Pearl Harbor, it was our first "home game" since the Civil War – and we started behind by more than 3,300.

Since that time, our nation's soldiers, sailors, airmen and Marines have shouldered a heavy load in the ongoing Global War on Terrorism and they have accomplished remarkable feats – two terrorist regimes were eliminated, and a significant number of Al Qaeda and Baathist leaders were captured or killed. Although significant work remains to be done, there is no doubt about the correctness of our cause. In the words of our commander in chief, "Ours is the cause of human dignity; freedom guided by conscience and guarded by peace." All Americans know that our cultural, economic and political system offers hope and opportunity to millions of disenfranchised people worldwide – the immigration statistics alone afford graphic proof.

It has been a strenuous year for the U.S. Army Intelligence and Security Command and its families, the Army, the Armed Forces, and America's intelligence community. Each injury and death has been keenly felt and deeply mourned. Nevertheless, we are blessed by

depth in leadership, joint expertise and experience that builds on itself; INSCOM is blessed with leaders at all levels who rapidly integrate newly arrived soldiers and civilians and generate expanded capacity. I am extremely impressed by the "pockets of excellence" I have found everywhere I have looked during my initial weeks in the command. The reputation of INSCOM units and elements among our warfighting forces is excellent across the board. INSCOM's challenge is to sustain the effort and expand the scope and sophistication of our support over the coming months.

As the U.S. Central Command director of intelligence until July 2003, I can attest to the remarkable accomplishments of the INSCOM team. The command, both deployed forces and "reach-back" capabilities, were absolutely integral to the rapid ground and joint operational successes achieved in Iraq – a historic achievement accomplished in a very short period with minimal loss of civilian life or collateral damage. INSCOM's contributions to the provision of focused, timely targeting solutions and analysis were direct and significant – a critical component of the joint intelligence effort with direct contributions to the capture of senior Baathist leaders. The Global War on Terrorism provides a clear example of INSCOM's role as the Army's Operational Intelligence force.

The future is full of challenge



DA photo

Maj. Gen. John F. Kimmons.

– finding terrorists of all "flavors" is very tough work – more like deer hunting in a cold forest than the near-real-time video game outcomes seen in movies. The work ahead requires the focus of the entire INSCOM team, and active collaboration and cooperation with partners throughout the intelligence community and coalition. INSCOM must concurrently push the envelop in technical and software solutions that show promise and which can assist the command in enabling U.S./Coalition combat forces deployed abroad. INSCOM accepts the challenges ahead with full confidence in our people and our abilities to set conditions for full GWOT success – the outcome is *not* in doubt.

These are exciting times to be a part of the INSCOM team; I look forward to working through the opportunities ahead in concert with each element of the command and our many intelligence partners.

NCOs use core values to meet challenges

By Command Sgt. Maj. Terence McConnell
Headquarters, INSCOM

Many of today's intelligence soldiers are professionals who are battle tested and armed with real-world experience to perform their critical missions.

As this turbulent year fades, INSCOM's soldiers can be proud of their accomplishments while continually proving they can meet and exceed the complex challenges of advancing operations to counter a more determined and sophisticated adversary.

There have been many intelligence successes in Iraq, Afghanistan, Guantanamo Bay, and in other operational areas too numerous to mention.

However, these successes did not occur as happenstance. Because a set of core values has been instilled within the Noncommissioned Officer Corps, the expressed beliefs outlined in the Army's Vision work effectively to make INSCOM soldiers some of the best in the Army.

The Army's Vision briefing states, "The Army is about leadership; it is our stock in trade, and it is what makes us different. We take soldiers who enter the force and grow them into leaders for the next generation of soldiers. We will continue to develop those leaders through study in the institutional schoolhouse, through field experiences gained in operational assignments, and through personal study and professional readings.

"... In providing this strategic edge to the Nation, we are, have been, and will remain a values-based institution where loyalty, duty, respect, selfless service, honor, integrity, and personal courage are the cornerstone of all that we do today and all of our future successes."

INSCOM's soldiers, who exemplify these values, are the best in the world. Each soldier voluntarily foregoes comfort, faces hardship and sacrifice, confronts danger, and sometimes death, in defense of the Nation. As leaders, we owe them our complete support, our professional excellence, and our drive toward a constant pursuit of this vision, to ensure that they remain the world's finest intelligence force.

INSCOM soldiers, as part of the intelligence communities' military and civilian work force, work



DA photo

Command Sgt. Maj. Terence McConnell.

tirelessly to provide information and resources to combat the Global War on Terrorism. Often, these efforts occur behind the scenes and may not be noticeable to individuals who are outside of the national security umbrella. For this reason, it is up to all local and unit leaders to acknowledge the many accomplishments of our fine soldiers.

This issue of the *INSCOM Journal* reflects the dedication and drive of the command's soldiers and civilians, men and women who serve our country proudly. In a small way, it helps highlight these efforts.

As INSCOM and the Army transform in an ongoing process, we must remember that there is never an end state because you can always get better, smarter, or faster.

INSCOM's noncommissioned officers and its leaders must continue to excel and challenge the intelligence professionals of the future. Their experiences and values are the cornerstone for these young soldiers, who one day will lead future INSCOM soldiers.

Journal



Special Insert

**The vital role of
intelligence in Iraq**



U.S. Army Intelligence and Security Command

The INSCOM Mission

To synchronize efforts of all INSCOM elements and operations to provide multidiscipline intelligence, security, force protection and information operations in support of theater component warfighters, the intelligence community and other national-level agencies and decision makers.

The INSCOM Vision

Empower our people to be the dominant intelligence and information operations force, providing innovative solutions that meet expanding intelligence challenges to provide the right information to the Army, at the right place and time. INSCOM must remain technologically advanced and innovative to manage the dynamically changing threat.

Strategic Goals

- Provide actionable intelligence to the Army by leveraging multidiscipline intelligence operations for timely, decisive information to INSCOM's clients.
- Ensure INSCOM's vision, mission and echelon-above-corps concept of intelligence and information operations are embedded into Army and Joint doctrine. This will be accomplished by working with Army and Defense Department leadership to transform intelligence and information operations concepts to meet changing threats.
- Identify and establish relationships and agreements with Defense, intelligence community and other agencies by partnering with members of the intelligence community to advance concepts to support collection and dissemination, security, force protection and information operations.
- Leverage technology for innovative solutions to achieve and maintain a technological lead over America's adversaries.
- Recruit, train and maintain a high-performance, empowered workforce capable of delivering multidiscipline intelligence support to INSCOM clients at all levels.
- Optimize force structure, facilities and state-of-the-art information technology infrastructure.



photo by Spc. Robert Liddy

In Operations Enduring Freedom and Iraqi Freedom, time-sensitive intelligence was relayed to the front lines within minutes, saving lives and helping soldiers to handle situations on the battlefield.

Knowing is half the battle

By Capt. Mark Choate
Headquarters, INSCOM

Fighting smarter

In Operation Iraqi Freedom, military intelligence went beyond its traditional role as a force multiplier. Intelligence shaped the battlefield, dominated the enemy, opened possibilities for the coalition forces, and guided every step of the campaign. New applications of intelligence validated the ongoing transformation of the U.S. Army.

America's Army has undergone revolutionary changes since Operation Desert Storm in 1991, and continues along the same path. In the goals of the Force XXI modernization program of the 1990s, military intelligence in the 21st century would leverage every offensive capability of the Army on the battlefield.

Operation Enduring Freedom demonstrated the success of Force XXI. With well-coordinated joint operations, the Army fought smart and fast, with devastating effect on enemy targets and remarkable success in preserving life. Intelligence was crucial to

force protection, saving civilian infrastructure, and identifying and destroying the Iraqi regime's center of gravity. Intelligence remains a key advantage of the American military over its enemies, as the United States faces new threats in an uncertain world.

Strategic communications

During Operations Enduring Freedom and Iraqi Freedom, time-sensitive intelligence from national-level cryptologic assets was relayed to the front lines within minutes, saving countless American lives on the battlefield.

Before Operation Desert Storm, Army doctrine divided military intelligence into tactical intelligence at Echelons Corps and Below (ECB), and strategic intelligence at Echelons Above Corps (EAC). Echelons above this level were accused of being out of touch. National-level intelligence often did not make a difference in the field. Strategic analyses influenced the political decisions of the Congress and president, but the data could not save lives because it arrived too late.

The INSCOM leadership reduced cultural barriers

between strategic and tactical levels, but even more important were technological breakthroughs. The Trojan mobile satellite terminal system, developed as a training tool, emerged as the backbone for worldwide intelligence exchange.

In Operation Desert Storm, Trojan terminals provided communications support by fielding 13 systems. For Operation Iraqi Freedom, Trojan systems were deployed down to the division level with 52 systems, an increase of more than 60 times the bandwidth of the previous campaign. This dramatic increase in communications supported far fewer Army and Marine divisions in Iraqi Freedom than the 10 divisions committed in Desert Storm, but allowed for greater agility.

While American forces were smaller in the 2003 campaign, they leveraged much greater intelligence capabilities. At the same time, the Trojan program continued to support Operation Enduring Freedom in Afghanistan with six systems. The Army's communications achievement allowed real-time reachback for national intelligence, pushed from sources across the globe, to troops in the field.

Civilian considerations

Strategic intelligence blurred with tactical intelligence as the Army's combat roles expanded. In the Cold War paradigm, American battalions and brigades fought against enemy formations of similar size. They planned combat operations according to "METT-T": Mission, Enemy, Terrain and Weather, Time, and Troops Available.

It was national intelligence agencies who focused on political, economic, and cultural factors, detached from the perspective of soldiers on the ground. But with the collapse of the Communist bloc, battlefields became more complex and nuanced, requiring more sophisticated intelligence. In 2001, Army doctrine changed the focus to "METT-TC," adding Civilian Considerations to the concerns of commanders at every level.

Army combat units must now consider civilian casualties and collateral damage when planning their missions, understanding that the attitudes and sensitivities of civilian authorities and local groups may make the difference between the success or failure of American policy. Specialized national intelligence, made available to the "tip of the spear," leveraged America's technological capabilities in support of rapidly changing missions.



photo by Spc. Robert Liddy

By using lessons learned from Desert Storm, the U.S. Army, and especially the U.S. Army Intelligence and Security Command have been able to remain successful.

Unprecedented role

Because Operation Iraqi Freedom was executed during the ongoing Operation Enduring Freedom and the Global War on Terrorism, the Army's intelligence forces played unprecedented roles. Intelligence organizations carried a large responsibility for antiterrorism and force protection missions worldwide, especially following the terrorist attack on the USS Cole in October 2000.

The dedication and hard work of Army soldiers, civilians, and contractors in the new environment allowed a rapid change of methods and procedures, to track a very difficult and nebulous target. The resources and attention given to the Army intelligence community made possible a historic contribution to Operation Iraqi Freedom.



photo by Staff Sgt. Lee A. Osberry Jr.

Intelligence information comes from many different sources. Sometimes it is as simple as an Iraqi native pointing out unexploded ordnance.

Intelligence in Desert Storm

Operation Desert Storm proved to be a major milestone in the history of Army intelligence. Fighting in the Persian Gulf tested the elasticity and adaptability of organizations which had specialized in collecting intelligence against the Warsaw Pact. INSCOM had been created in 1977 to support strategic intelligence at the national level, but it took on new missions after the end of the Cold War in the 1990s. In Operation Desert Storm, INSCOM satisfied the intelligence needs of its customers not just at echelons above corps; strategic intelligence units also produced timely, accurate intelligence for tactical commanders at corps and below, targeting the enemy down to the platoon level.

Trojan bridges gap

Communications were the key to bridging the gulf between national-level strategic intelligence and tactical units who could apply intelligence immediately. In Operation Desert Storm, despite the delay of the 513th MI Brigade's deployment in Saudi Arabia, the Army's strategic debriefers gathered human intelligence, and communications field stations provided signals intelligence on the Iraqi target.

INSCOM's Trojan mobile satellite terminals proved critical as a dedicated conduit for timely intelligence to combat forces. The seamless architecture

practiced by Army intelligence in Desert Storm included imagery products of Iraqi positions sent from the Army's production agency in Washington, D.C. Within hours Trojan satellite systems communicated valuable information to commanders on the ground. In the battle for the Rumailah oilfields west of Basra in March 1991, the 24th Infantry Division commander reported that U.S. Army intelligence was so accurate that he held his forces out of range and destroyed Iraqi artillery based on imagery intelligence received from across the Atlantic Ocean.

Contrast to old methods

This timely strategic analysis contrasted with the Army's previous capabilities. Some did not trust the new computers, doubting they would withstand the rigors of a real-world battlefield. The VII Corps commander in Desert Storm, Lt. Gen. Frederick Franks Jr., relied upon his staff to mark acetate map overlays with a grease pencil. To meet this requirement for hard copy publications, the Army Intelligence Agency printed map overlays of Iraqi doctrinal force disposition in Washington D.C. and flew them across the ocean to the theater operations center in Saudi Arabia. When a satellite connection was established, Brig. Gen. John Stewart, the Third Army intelligence officer, arranged for the templates to be published and disseminated in hard copy by courier in theater. Intelligence was thus



photo by Staff Sgt. Leopold Medina Jr.

Fighting a war without intelligence is like having a weapon without ammunition.

distributed more quickly, but commanders still relied upon analysts to mark maps by hand.

Yet the success of Trojan satellite communications proved that the Information Age had reached the battlefield. All kinds of intelligence could be moved quickly and reliably in digital format to warfighters on the move.

Two achievements helped establish a new mindset: timely, useful tactical intelligence arrived from outside of theater, and tactical computers were proven reliable. INSCOM imagery and signals intelligence assets targeted Iraqi forces and provided information within hours on enemy minefields and obstacles.

The technical analysis of threat weapons systems, including an Iraqi T-55 battle tank captured at

the early Battle of Khafji, was disseminated for immediate tactical applications. Nearly 300 INSCOM augmentees manned key positions in U.S. Central Command, Third and Seventh Corps, and subordinate units.

For the first time, INSCOM had become the Intelligence Command for all of the Army.

Focusing on Iraq

Like much of the U.S. Army, the intelligence community had concentrated on the Warsaw Pact rather than the Iraqi theater before 1990. The situation would be completely different for Operation Iraqi Freedom. Army intelligence organizations would bring more than a decade of special experience to bear. With the drawdown of Army forces in Europe, the 513th MI Brigade was reconfigured as a

force projection strategic intelligence brigade, comprised of signals intelligence (201st MI), counterintelligence and human intelligence (202nd MI), aerial reconnaissance (204th MI), and all-source intelligence (297th MI) battalions.

The 513th Brigade deployed elements to South America in support of counterdrug and counterterrorism operations, also retaining a special mission to support CENTCOM, for whom Iraq remained the major threat. Other national Army organizations also developed the intelligence picture of Iraq.

The Army Intelligence Agency fell under INSCOM command in 1991, and was reorganized with two elements combining to form the National Ground Intelligence Center (NGIC), the Army's all-source

analysis production center, in 1994. In June 2001, shortly before the tragedies of Sept. 11, the NGIC moved into a new, state-of-the-art facility in Charlottesville, Va. Another premier Army asset was the 116th MI Group, created in 1994 at Fort Gordon, Ga.

The 116th MI Group would become a major intelligence resource, providing significant support for the Army and the other armed services operating in Iraq, together with a strategic Army intelligence group at Bad Aibling, Germany, and a battalion at Menwith Hill Station, England. The 116th MI Group was recognized with the National Intelligence Meritorious Unit Citation in 1998 and 2000. Army groups would win the National Security Agency's Travis Trophy for the most significant contributions to the Department of Defense in 1991, 1995, 1997 - 1999, and also 2002,

for outstanding support to Operation Enduring Freedom.

Information Age

The Information Age produced new threats and new opportunities for the U.S. Army. With the burgeoning communications channels of broadcast media, cable and fiber networks, e-mail, and the Internet, the American military faced the challenges and possibilities of Information Operations. To enter this fast-changing arena, INSCOM created the Land Information Warfare Activity in 1994, under the operational control of the Army Staff for Operations.

Based at Fort Belvoir, Va., the organization received the mission of defending Army automated communications and data systems from outside intrusion, responding to any computer emergencies, and developing Army capabilities for offensive and defensive operations in any

future conflict in cyberspace.

The defensive mission quickly became a necessary consideration for all Army operations. A priority on civilian relations also demanded the participation of information operations in counter-propaganda, counter-deception, and civil affairs campaigns. Renamed the 1st Information Operations Command in October 2002, the group organized Field Support Teams to strengthen the defenses of Army systems around the world, leveraging the capabilities of the Information Dominance Center at INSCOM headquarters.

Intelligence reaches new levels

Operation Enduring Freedom and the Global War on Terrorism, which formed the context for Operation Iraqi Freedom, raised the profile and capabilities of the Army's intelligence forces to a new



photo by Sgt. Michael Bracken

During Operation Iraqi Freedom, antiterrorism missions fell largely to intelligence organizations.

level. Antiterrorism missions fell largely to intelligence organizations. After the suicide attack on the USS Cole, Oct. 12, 2000, preventing terrorism became the number one priority of INSCOM. Intelligence was sought out by commanders, who demanded agility, flexibility, and worldwide situational awareness. Intelligence organizations also received the necessary resources from the Department of the Army, the Department of Defense, and the U.S. Congress.

The leaders of Army intelligence commands were able to implement the developments and programs they had long thought necessary, particularly in upgrading technological equipment and access to databases.

The attacks on the World Trade Center and Pentagon, and the subsequent Operation Enduring Freedom, raised the operation tempo as intelligence commands balanced counterterrorism operations in Afghanistan, the Philippines, central and southern Europe, the Balkans, and the United States, as well as continued support to Korea. The rapid pace, with accompanying rapid progress and change, was carried right into Operation Iraqi Freedom.

Alexander tapped

To prosecute the global fight against terror, in February 2001 the Army Chief of Staff, Gen. Eric K. Shinseki, charged then Maj. Gen. Keith B. Alexander, incoming INSCOM commander, with moving Army intelligence out in front of developing terrorist threats. International terrorists are indifferent to the military's division of the world into theaters and commands; the Army needed a single command to leverage military intelligence from



photo by Spc. Rhea Anderegg

Shinseki charged Alexander with moving Army intelligence.

around the world and from across the intelligence disciplines. Beginning in August 2001, the Information Dominance Center began to fuse signals intelligence, focused on terrorist activity, with open-source intelligence, measurement and signatures intelligence, and imagery on known terrorists and their associates. Alexander led INSCOM further to experiment with new ways to create and display intelligence information. This venture was made possible by activating reservists and employing Defense Advanced Research Projects Agency scientists.

The Intelligence Operations Center, created at INSCOM Headquarters in November 2002, drew upon the work of strategic intelligence brigades assigned to Central Asia, Europe, and the Pacific, combining all-source intelligence to better focus and target the collection and interpretation of signals intelligence around the globe. This allowed a real synergy of intelligence analysis, disseminated out to the INSCOM brigades through Information Dominance Center extensions.

INSCOM also worked to break down the traditional barriers

among the national intelligence organizations at the Defense Intelligence Agency, Central Intelligence Agency, Federal Bureau of Investigation, and National Security Agency, using liaisons to share intelligence and leverage all-source analytical support. These extensive communications pipelines and relationships would prove invaluable conduits of intelligence during Operation Iraqi Freedom.

Setting the stage

Arrmy intelligence groups provided important groundwork for the United States' case to go to war against Iraq. In February 2003, Secretary of State Colin Powell went before the United Nations with four excerpts of Iraqi conversations which showed that Saddam's regime was thwarting the work of United Nations weapons inspectors. Proof of the Iraqi regime's duplicity in readmitting the inspectors became a pillar of the argument to commit U.S. forces. Army intelligence demonstrated that it would be pointless to wait for inspectors to work into the summertime, without real Iraqi cooperation. This timely intelligence was gathered by 29 soldiers and civilians under Army command, all linguists and analysts. Presenting the intelligence before the world was a justified risk and directly answered urgent questions of national strategic policy.

Early support

This intelligence was garnered thanks to years of effort focused on Iraqi systems and the Iraqi dialects. Army cryptologists had developed a thorough understanding of Iraqi tactics and procedures over the years since Desert Storm. The concerted strategic intelligence

focus would yield great dividends for the U.S. military. Army counterintelligence developed its efforts against Iraq from 1998, years before national agencies launched a coordinated program. Operational intelligence collectors and analysts accompanied the first special operations forces entering Iraq, supported by signals intelligence from the United States. Intelligence assets were committed much earlier than the main combat forces, and the demands on Army intelligence would rapidly increase with American commitment to this theater.

Additional support

The reserves and National Guard were absolutely necessary to meet the added demands on Army intelligence. These forces were designed to provide a strategic reserve to support the United States in its time of need. Mobilized under Operations Enduring Freedom and Noble Eagle, reservists accomplished diverse missions, providing

nearly half the 513th MI Brigade's operational strength and backing up an extended operations tempo in many locations. Reservists filled some of the highest levels of military intelligence command, as Maj. Gen. Alfonso Gilley served as the deputy for intelligence on the Army Staff, and Brig. Gen. George Fay served as INSCOM's deputy commanding general. Reservists from various units also provided security at the Pentagon and at major Army installations. The variety of call-ups demanded new levels of administrative support from reserve and active duty commands.

By spring of 2003, a remarkable 98 percent of the Army reserve unit intelligence soldiers and 45 percent of the National Guard intelligence soldiers had been called to active duty. Reservists had been activated for six months for Desert Storm and nine months for the Bosnian conflict, and were now called for one or two years. These



photo by Staff Sgt. Klaus Baesu

The concerted strategic intelligence focus would yield great dividends.

demands strained the capacity of the reserve and active duty commands, as soldiers' promotions were delayed and Defense Finance fell months behind in paying for soldiers' housing. Reserve and National Guard units created family readiness groups to organize mutual support for the families left behind, many of whom faced economic hardship. Yet these challenges were met with the patriotic professionalism that characterizes the reserve component's "citizen soldiers" and their dedicated families.

The integration of reserve forces into Operation Iraqi Freedom missions went much more smoothly than in Operation Desert Storm. The "Total Army" concept, developed in the 1990s, broke down some of the traditional cultural prejudices between the active and reserve forces. Reserve units trained with the "wartrace" active duty commands, who would command them in a conflict.

The Army also created "multi-component" battalions and brigades comprised of both reserve and active forces. In 2001, INSCOM made the 203rd MI Battalion at Aberdeen Proving Ground, Md., the first MI unit structured with active and reserve soldiers. This battalion carried the Army's technical intelligence mission of analyzing and exploiting enemy materiel. The reserve assets brought enormous depth and personal potential to bear.

Several specialized intelligence detachments trained where they worked full-time, as chemists, computer consultants, or intelligence analysts. Other intelligence reserve soldiers included business executives, lawyers, university professors, engineers, and others with advanced



photo by Sgt. Michael Bracken

The Army called upon the National Guard and reserves to help active duty soldiers with the added demands of Operation Iraqi Freedom.

professional and doctoral degrees. Even with a rank of junior sergeant, some of these men and women brought the experience of senior warrant officers to their units.

Reserves mobilized

Reserve intelligence units mobilized from across the country to support Operation Iraqi Freedom. More than a thousand of the 513th MI Brigade's deployed strength of 2,200 soldiers and civilians came from reserve components, including the multi-component 203rd MI Battalion (Technical Intelligence); the 142nd and most of the 141st MI Battalions (Linguist) from the Utah National Guard; the 221st MI Battalion (Theater Operations) from Atlanta, Ga.; the 323rd MI Battalion (Theater Exploitation), from Fort Meade, Md.; the 415th MI Battalion (Linguist), from Baton Rouge, La.; elements of the 331st MI Company (Imagery and Analysis) from Staten Island, N.Y.; and the 306th MI Company (Linguist) from Fort Sheridan, Ill. The 345th MI Battalion (Operations) from Augusta, Ga.,

was mobilized in October 2001 to support the Army Central Command's Joint Analytical Control Element (JACE) in Georgia during the major fighting in Afghanistan. The battalion was due for demobilization in October 2002, but the 513th Brigade commander, Col. Jon Jones and Brig. Gen. John Kimmons, former theater intelligence officer, decided that the battalion was essential if CENTCOM were to stage another major effort in Iraq.

The 345th MI Battalion was extended for a second year, and deployed to Kuwait in December 2002. Many of these soldiers, together with soldiers from the 306th and 331st MI Companies, had already volunteered for an additional year.

Reservists and Guardsmen were also among the five hundred soldiers and civilians of the 513th MI Brigade supporting operations in Iraq from Fort Gordon, Ga.

Army intelligence organizations across the United States relied

upon reserve forces to complete their mission. The National Ground Intelligence Center mobilized all sixteen of its wartrace reserve analytic detachments from states across the country: Connecticut, Illinois, Maryland, New York, Ohio, Florida, Indiana, Vermont, Nebraska, and Kansas, including the Army's only chemical warfare intelligence detachment.

Many reservists activated after September 11, 2001 for Operation Enduring Freedom stayed on duty a second year for Iraqi Freedom.

The 116th MI Group activated reservists with linguistic and communications intelligence expertise to support ongoing missions, as active duty soldiers developed targets for Operation Enduring Freedom. The 902nd MI Group (Counterintelligence) called 20 reservists to duty to support its command center and liaison activities, even as 15 civilian employees were activated for reserve duty elsewhere.

The 704th MI Brigade called upon an augmentation detachment to support the Army Technical Control and Analysis Element, strengthening the primary link

between tactical warfighters and the National Security Agency and Central Security Service, for information superiority and full-spectrum signals intelligence support. Headquarters, INSCOM activated reservists to help stand up the Intelligence Operations Center, transforming INSCOM into a state-of-the-art operational headquarters. All these reservists worked to support non-stop operations during the fight, allowing Army intelligence organizations to act with amazing agility.

Linguist Issues

Despite calling upon the reserves, the Army did not have enough linguists proficient in regional languages to send into theater. As a strategic resource, the 116th MI Group prepared an invaluable course package in the Iraqi dialect of Arabic and shared it with all the U.S. military services for strategic intelligence collection. To move human assets forward into theater, the Army relied upon contract linguists, recruited through INSCOM. The 902nd MI Group was responsible for screening applicants before Iraqi American

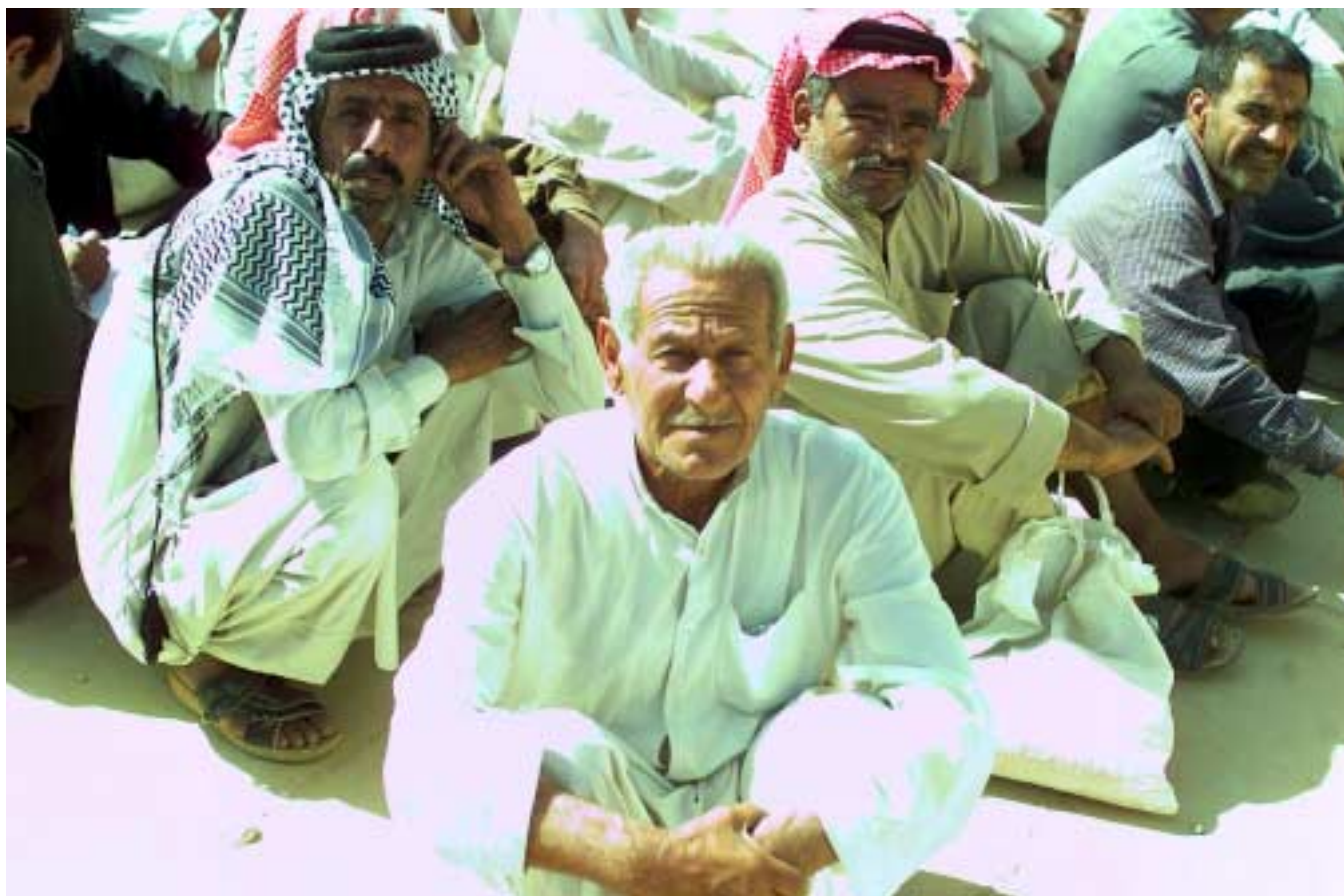


photo by Cpl. Andreas A. Plaza

Despite calling upon reserves the Army did not have enough linguists, making communicating with locals challenging.



photo by Spc. Robert Liddy

For success, everyone from active duty, National Guard and the reserves worked together.

citizens could be granted security clearances. These native Iraqi speakers were imbedded in the American Army and Marine units. During the first week of fighting, following an Iraqi ambush on an American unit, several soldiers' bodies were recovered from shallow graves, but one remained missing. The brigade commander ordered that his forces would not advance until the missing soldier was found. A contract linguist, on his own initiative, sought out all the children of the

village and spoke with them until a child led him to the body. Shortly after this incident, Iraqis feigned surrender to American forces, then treacherously killed several Marines. Thereafter, Army contract linguists used loudspeakers to clearly instruct surrendering Iraqis on every movement as they disarmed themselves. This saved many Iraqi and American lives, bridging a linguistic gulf in which misunderstandings would prove deadly.

Call to MI soldiers

The Global War on Terrorism demanded a truly worldwide intelligence effort, drawing upon soldiers around the globe. The 513th MI Brigade split its attention between the U.S. Central Command theater (Southwest and Central Asia) and U.S. Southern Command (South America). Pending the reactivation of the 470th MI Group, tasked to support the South American theater, the 204th MI Battalion deployed its Aerial Reconnaissance-Low (ARL) Platform in Colombia.

The 66th MI Group, disbanded as a brigade in 1995 and stood up from provisional status in late 2002, maintained its support to task forces in Bosnia and Kosovo, while reorganizing its Analysis and Control Element to support operations in Turkey and northern Iraq.

The 116th MI Group made significant contributions to the Global War on Terrorism in a direct support role from its location in the United States. Even the 500th MI Group in Japan became involved in the conflict in Iraq, while providing ongoing counterterrorism support in the Philippines, Indonesia, Malaysia, and Thailand.

The 500th MI Group deployed individual intelligence soldiers and teams from Hawaii to Afghanistan, Uzbekistan, and Kuwait.

Other strategic intelligence groups balanced global priorities to give Operation Iraqi Freedom particular support. Col. Michael Bisacre, commander of the 902nd MI Group (Counterintelligence) and Col. Michael Rosenbaum, then commander of the National Ground Intelligence Center, reduced support to missions in other theaters to concentrate on the Iraq operation and the possibility of renewed terrorist activity.

Both turned to 24/7 operations to coordinate their organizations' efforts with needs in the theater of operations. NGIC surged from its five analysts who normally concentrated on Iraq, to 100 analysts, later peaking at a total of 370 analysts dedicated to the Iraqi



photo by Staff Sgt. William Armstrong

In December 2002, Alexander offered INSCOM's assets to McKiernan, the ground forces commander.

theater to ensure a quick turnaround on all requests for information. By concentrating on Operation Iraqi Freedom, NGIC and the 902nd MI Group helped make the conflict shorter with timely and accurate intelligence support.

Strategic support

In December 2002, Alexander, traveled to Kuwait to meet with Lt. Gen. David D. McKiernan, the Coalition Forces Land Component Commander (CFLCC).

Alexander offered INSCOM's assets to the ground forces commander; McKiernan responded that his greatest intelligence shortfalls related to Sensitive Site Exploitation and personality databases. The Defense Intelligence Agency had prepared intelligence packets as the framework for searching several dozen of the most prominent Iraqi sites related to Weapons of Mass Destruction (WMD), but the preparatory work for hundreds of other sites was unfinished.

The 75th Exploitation Task Force, created from the 75th Field Artillery Brigade with the help of the 513th MI Brigade, needed detailed intelligence on how

to approach each location, and what to stabilize in the area.

Timely intelligence work on personalities was also necessary to identify the thousands of scientists, commanders, and politicians connected to weapons programs and Baath party war crimes, beyond the notorious 55 people portrayed on the Defense Intelligence Agency's deck of cards. Creating the necessary intelligence packets became the first test of the newly created INSCOM Intelligence Operations Center. In three months, the center put together nearly 600 individual target folders on suspect sites, and files on 700 individuals, in direct support of McKiernan, the exploitation task force, and its successor, the Iraq Survey Group.

Videoteleconferences

A technological development which greatly improved the coordination, resourcing, and planning of force projection was the secure videoteleconference (VTC) system. The VTC gives participants the illusion of being in the same room, even as commanders forward, their rear detachment commanders, their



photo by Spc. James B. Smith Jr.

Last November, elements of the 513th MI Brigade deployed from Fort Gordon, Ga. to Camp Doha, Kuwait.

support commanders, and Department of the Army representatives, meet with their staffs at widely dispersed locations. The CFLCC intelligence and operations staff held weekly VTCs hosted in Kuwait, with representatives from Central Command in Florida, European Command in Germany, INSCOM, and Army staff at the Pentagon attending virtually. These were timely forums to “hot wash” unresolved issues, agree upon “lanes in the road” to avoid duplicating efforts, and quickly solve new problems. The commanders of warfighters in theater and reachback support organizations elsewhere could clearly explain and understand emerging requirements, opportunities, and limitations.

Videoteleconferences also supported the Global War on Terrorism, as the INSCOM commander held biweekly conferences with his major subordinate intelligence commands in Germany, Japan, Korea, and across the United States. Such communications proved an excellent means of tracking international terrorist activity and coordinating resources across the globe. During Operation Iraqi Freedom, VTCs also boosted troops’ morale. The special “morale telephone calls” to home, a feature of Operation Desert Storm for the 513th MI Brigade, were replaced by ten-minute family

videoteleconferences between Kuwait and Fort Gordon, Ga., beginning with the holiday season in December 2002.

513th MI Brigade

To streamline the intelligence footprint forward, the 513th MI Brigade commander, Col. Jon Jones, successfully executed split-based operations. Long practiced in exercises with varying degrees of success, the idea of relying on transatlantic support was finally validated in Operation Iraqi Freedom. With the support and coordination of higher headquarters, elements of the 513th Brigade headquarters and its subordinate 201st, 202nd, and 297th MI Battalions remained at home station in Fort Gordon, Ga., as the main body of the brigade deployed to Camp Doha, Kuwait, in November 2002. NGIC and 116th MI Group quickly adapted to “Doha time,” analyzing intelligence and communicating with theater in a united battle rhythm. These units sent massive amounts of intelligence through secure network chat sessions, file transfers, and internet portals to Army commands in theater. The door for communications was finally wide open.

The brigade’s early deployment, months before the movement of major combat elements, helped

resolve one of the shortfalls of Operation Desert Storm. Priority for movement had gone to combatant units, so strategic intelligence units had arrived in theater only weeks before the campaign began. In the fall of 2002, the Coalition Forces Land Component Command wisely allowed the 513th MI Brigade to posture itself in theater for pending intelligence operations, which paid decisive dividends throughout the preparation and execution of Operation Iraqi Freedom. Each MI battalion fulfilled its mission with success. The 297th MI Battalion's Joint Analysis Control Element (JACE) integrated personnel from sister services, other operational intelligence units, national agencies, and coalition partners in the theater's premier intelligence fusion center. The 201st MI Battalion established a ground-based signals intelligence collection baseline, furnishing essential indications and warnings intelligence. The battalion's powerful technological capabilities allowed it to conduct unique signals intelligence operations in support of American forces in Iraq and Afghanistan simultaneously. The 202nd MI

Battalion reinforced counterintelligence operations in southwest Asia, providing critical support to force protection throughout the theater of operations.

Free Iraqi Forces

Force protection presented opportunities and challenges for Army units around the globe. Colonel Gus Greene, commander of the 66th MI Group, organized his resources to track terrorist activity in three continents, Europe, Africa, and western Asia. The Free Iraqi Forces, recruited as volunteers from the United States, trained in Taszar, Hungary, amid the international tensions of early 2003. Counterintelligence detachments from the 66th MI Group screened and protected this core group. The 66th MI Group's counterintelligence specialists also worked to protect the Patriot anti-missile and air defense batteries deployed in the defense of Israel, as part of Exercise Juniper Cobra. Other detachments supported the "fort to port" movement of armor and heavy equipment from U.S. bases in Germany, blocking hostile actions and allowing the flow



photo by Sgt. Albert Eaddy

From time to time U.S. Army soldiers also must deal with protestors and angry local Iraqi citizens.

of forces without incident. The 66th MI Group enjoyed outstanding cooperation from the military and police forces of Germany, Belgium, the Netherlands, Hungary, and Italy, but were constrained by the Turkish government's position against U.S. involvement. Nonetheless, the 4th Infantry Division's attack from Turkey into Iraq would remain a serious threat against Saddam's regime. As uncertainties over the U.S. strike persisted, the Army's 108th MI Group at Bad Aibling Station would provide uninterrupted intelligence support to the American military command, without having to move from its base in Germany. The 66th MI Group also provided outstanding intelligence and communications to the Special Forces and the 173rd Airborne Brigade de-

ployed in northern Iraq to create a two-front war for Saddam Hussein.

Ground forces support

By fusing signals intelligence with precise geospatial coordinates from imagery intelligence, Army intelligence provided unprecedented support to rapidly moving combat forces. After intercepting Iraqi command communications, an Army strategic group immediately notified a Marine battalion that it was advancing into the impact zone of an artillery ambush on a bridge. The battalion commander immediately redeployed his forces to cross the river at another location. Two Marines were tragically killed by the Iraqi artillery barrage, but the rest of the battalion was able to avoid the

danger. The quick translation and dissemination of intelligence saved many American lives.

Counterintelligence

In addition to directly supporting ground combat operations, Army intelligence operations shaped the battlespace on many levels. INSCOM executed offensive counterespionage operations to great effect in direct support of the theater commander, Gen. Tommy Franks, and his attack plans for the Iraqi campaign. Army counterintelligence, supported by signals intelligence, also collaborated with other national agencies and services in Operation Imminent Horizon against Iraqi counterintelligence agents in countries around the world, thwarting potential threats against U.S. targets.



photo by Staff Sgt. Kevin J. Wastler

Military operations become more challenging at night. Soldiers need reliable intelligence information to stay safe.

Information Operations

Information Operations also benefited from well-planned, synergistic operations. Col. James McCarl, 1st Information Operations commander, agreed with the Army Signals Command to join efforts with Army Network Operations, as well as with counterintelligence and criminal investigations divisions, for a united effort. By combining intelligence, operations, and communications on Army staffs, cyberspace was approached as a single battlespace across the entire spectrum. In Iraq, Information Operations guided the targeting of electronic warfare operations to deny Iraqi commanders the use of their hardened communications infrastructure. The resulting lack of communication and coordination between the Iraqi units led directly to the rapid collapse of resistance in Baghdad, without the dreaded house to house fighting feared before the war began.

Analysis Center

Ground intelligence in theater was coordinated by the central Joint Analytical Control Element (JACE), attached to the ground forces command center. The JACE fused the intelligence in theater into a coherent picture, supporting the commander's priority intelligence requirements, and tasking intelligence collection management. Commanded by the 297th MI Battalion, the center relied upon national-level intelligence and support from the United States, and itself processed intelligence from aerial drones for immediate action and battlefield awareness. The Army's Hunter Unmanned Aerial Vehicle (UAV) system performed superbly in its intelligence missions. Company A, 224th Aviation Battalion frequently launched Hunters within two hours of a request, and received up to four imagery feeds from four UAVs simultaneously into the JACE in real time for analysis and immediate targeting. For the first time, UAVs supported intelligence requirements down to the combat brigade level.

The focused success of the JACE in meeting unprecedented requirements owed much to the training and professionalism of the 345th MI Battalion, mobilized from the reserves for a second year after providing excellent analytical support to operations in Afghanistan.

Soldiers gained support from teamwork between the 513th Brigade commander, Col. Jon Jones, who provided soldiers and support, and the staff of the Ground Forces Director of Intelligence, Maj. Gen. James Marks, called into theater from his command at Fort Huachuca, Az. Intelligence was communicated across the ocean to U.S. forces in Iraq at several



photo by Master Sgt. James M. Bowman

Information Operations made it easier for soldiers to “get in and get the job done” during Iraqi Freedom.

levels: directly to the customer on the ground, through liaison officers, and also through the chain of command. This kept all echelons informed, without delaying time-sensitive intelligence when it was needed most. As Col. Steven Boltz, intelligence officer of V Corps, stated, “It wasn’t that everything had to go through me to get to them. This multi-level system assured that.” If one headquarters became overwhelmed, the information continued to flow. The 3rd Infantry and 101st Airborne Division Analysis and Control Elements turned directly to Headquarters, INSCOM, for intelligence on Iraqi minefields, tunnels, and obstacles using the Global Command and Control System. Robust communications and a flexible liaison network, removed disagreements within the U.S. forces over who could eat from



photo by Spc. Robert Liddy

While some soldiers, such as Pfc. Jessica Lynch made it home safely, no war is without casualties.

which “rice bowls” of intelligence.

Prisoners of war

Operational intelligence directly supported the rescue of Pfc. Jessica Lynch in al-Nasiriyah. Lynch’s liberation was an emotional turning point in the campaign, after several setbacks had slowed the American advance. Americans had hoped that the people of southern Iraq would welcome the coalition as liberators, but the Saddam Fedayeen paramilitaries had dispersed through the civilian populace, terrorizing them and attacking the U.S. Army and Marines with guerilla tactics. The ambush of the 507th Maintenance Company, deployed from Fort Bliss, Texas, was followed by the unlawful display of five American prisoners of war on international television. The following day, March 24, Iraqi forces shot down an attack helicopter, captured the two helicopter pilots, and exhibited them on television also. Rescuing American prisoners of war is always a top intelligence priority for American commanders, and intelligence units at all echelons immediately focused on the task.

An eighth prisoner, Lynch, was discovered after a

sympathetic Iraqi lawyer, Mohammed Odeh al-Rehaief, volunteered information to U.S. Marines about a young wounded female soldier in the Saddam General Hospital. Speaking through an Army contract linguist, the Marines asked him to return to the hospital in al-Nasiriyah, where his wife worked as a nurse, and draw a sketch of the compound, the soldier’s location, and where paramilitary troops were located. Hostage rescues are exceptionally dangerous, as hostages and their rescuers are often killed in poorly planned and executed missions. Before the theater commander risked American lives in the rescue operation, the theater Joint Analysis Control Element corroborated al-Rehaief’s single “human intelligence” report with other intelligence sources, including imagery and measurement and signature intelligence. This strategic intelligence on obstacles around the hospital influenced the plan of attack. From its rear detachment in Fort Gordon, Ga., the 513th MI Brigade provided a map of power lines which could entangle the helicopters during the night-time rescue. The joint operation was executed flawlessly and without casualties.

Intelligence on Baghdad

As Army and Marine forces closed in on Baghdad, they turned to an intelligence product completed months before the war began. The Imagery Analysis Division of the National Ground Intelligence Center had distributed a CD-ROM with virtual three-dimensional “fly-through” models of Baghdad and major Iraqi targets. This directly helped targeting by Army, Marine, and Air Force close air support and deep strike assets, as the terrain covered in this campaign was significantly different from Operation Desert Storm.

Joint Interrogation Facility

The coalition’s mission to locate Iraqi Weapons of Mass Destruction (WMD) was carried out by a team effort, including the Central Intelligence Agency, the Defense Intelligence Agency, and Army strategic intelligence units on the ground. The hub of the effort was the Joint Interrogation Facility (JIF), manned by as many as 1600 personnel from the 202nd, 323rd, 141st, and 142nd MI Battalions, the Defense Human Intelligence Service, and other government agencies. Their mission, under 202nd MI Battalion command and control, was to identify important or infamous prisoners, separate them, and glean human and counterintelligence. Attached to the JIF was the Defense Intelligence Agency’s Joint Document Exploitation Center, which concentrated on Weapons of Mass Destruction, terrorism, and war crimes. Learning from experience

in Afghanistan, the 902nd MI Group sent computer forensics specialists to exploit captured hard drives and digital devices. Data mining search engines, developed by the National Ground Intelligence Center, continue to support the enormous analytical efforts necessary in dissecting the regime of Saddam Hussein.

Under 513th MI Brigade command, capabilities of the interrogation and document exploitation facilities were integrated into the intelligence exploitation base at Camp Udairi, Kuwait. Combined with the 75th Exploitation Task Force, the base became the launch pad for Sensitive Site Exploitation operations to pursue Iraqi war criminals, investigate Iraqi chemical and biological weapons programs, and recover coalition POWs.

The 513th MI Brigade also established two other interrogation sites. A team from the Joint Interrogation Facility traveled northward in Iraq with the 205th MI Brigade, then established the first interrogation facility in Baghdad. The team began interrogating high-value detainees at the Baghdad International Airport in mid-April. These interrogators were joined by a team from the Document Exploitation Center to establish an intelligence exploitation base in the Iraqi capital.

The base continues to exploit materials from sensitive sites, providing analysis and operational planning under the Iraqi Survey Group. A second team from the Joint Interrogation Facility, with interrogators, counterintelligence, and first-phase document exploita-



photo by Staff Sgt. William Armstrong

Intelligence information helped the military to close in on Uday and Qusay Hussein, who had barricaded themselves in this building, and were later killed after they resisted efforts by coalition forces to apprehend and detain them.

tion capability, deployed in early April to the theater internment facility at Camp Bucca. The camp was named for Ronald Bucca, the New York City fire marshal and Army Reserve warrant officer who died in the World Trade Center towers. The interrogation team interrogated thousands of enemy prisoners of war and civilian detainees throughout the campaign.

Returning soldiers

All eight of the returning American prisoners of war were debriefed by soldiers of the 513th MI Brigade and 902nd MI Group for counterespionage and counterintelligence collection. As part of a training program for 30,000 soldiers going into the theater, soldiers from the 902nd had trained the six

soldiers later captured from the 507th Maintenance Company on resisting anti-American espionage.

Biggest fears avoided

The most feared possibilities from war in Iraq, such as prolonged fighting into the summertime, heavy coalition casualties, and another disastrous terrorist strike on the United States, were all averted in Operation Iraqi Freedom. Army intelligence, in a team effort with the national intelligence agencies, helped guide American power and thwart enemy initiatives with tremendous success. An unprecedented fusion of signals intelligence with precise imagery, together with human intelligence and measurement and signals intelligence,

allowed the U.S. military to target the Iraqi regime to devastating effect, while preserving the coalition forces and innocent civilians.

Counterintelligence

Continued intelligence support to the interrogations of al-Qaeda operatives at Guantanamo Bay helped to block ongoing terrorist operations. Careful technical countermeasures and information operations protected Army and joint communications systems during Operation Iraqi Freedom. Force protection in Iraq's enormous rear area was supported by the 202nd MI Battalion, and 308th MI Battalion of the 902nd MI Group worked against terrorism in the United States. With liaison officers in more than fifty field stations of the Federal Bureau of Investigation, Army soldiers gathered timely intelligence to support operations in Iraq and to oppose terrorist activities against the Army worldwide. As an illustration of the intelligence collaboration practiced by the 116th MI Group, National Ground Intelligence Center, INSCOM, and other commands, a terrorism analyst from the Army Criminal Investigations Division, Chief Mauro Orcesi, won the Department of Defense Counterintelligence Award in 2002 for his liaison work at the 902nd MI Group.

By working with other services and combining intelligence disciplines, Army intelligence is reducing the risks of failures to protect the nation from future terrorist disasters.

Success

The accomplishments of Operation Iraqi Freedom demonstrate that the U.S. Army will continue to fulfill its mission of defending the United States with intelligence, courage, and total dedication.



file photo

Many INSCOM soldiers who were involved have returned home from Iraq.

**“In the work of intelligence,
heroes are undecorated and
unsung ... their inspiration is
patriotism; their reward can be
little except the conviction that
they are performing a unique
and indispensable service for
their country and the knowledge
that America needs and
appreciates their efforts.”**

**- Dwight D. Eisenhower
November 3, 1959**



This is INSCOM

The U.S. Intelligence and Security Command consists of more than 12,000 soldiers, civilians and contractors.

INSCOM is a global command with four brigades that tailor their support to the specific needs of different theaters. Eight other groups or activities located worldwide focus primarily on a single intelligence discipline or function. Altogether, INSCOM has 14 major subordinate commands and a variety of smaller units with personnel dispersed at over 180 locations worldwide.

The next few pages look into the daily lives of the men and women of INSCOM.

(Right) In addition to their every day mission and activities, soldiers from the 902nd Military Intelligence Group, Fort Meade, Md., also spend time helping out in the local community with events such as the Special Olympics.

(Below) Spc. Erika Devasconcelos, an administrative specialist, Headquarters and Headquarters Detachment, 116th Military Intelligence Group, gets down and dirty negotiating the low wire obstacle at an obstacle course at Fort Gordon, Ga.



photo by Tina Miles



photo by Staff Sgt. Andre Butler

This is INSCOM



photo by Brian Murphy

Col. Clyde Harthcock happily participates in an INSCOM fundraiser by being placed in “jail” for 15 minutes.



photo by Sgt. Brian Lamar

513th Military Intelligence Brigade soldiers hold formation in the Middle East while deployed in support of Iraqi Freedom.

This is INSCOM



photo by Staff Sgt. Brent Hunt

Staff Sgt. Bryan Harte was honored as the 704th MI Brigade's noncommissioned officer of the year.



photo by Staff Sgt. Brent Hunt

Sgt. Rudy Christian is glad to have completed Nuclear, Biological and Chemical training at the gas chamber.



photo by Spc. Leslie K. Pearson

Pfc. Mary Strange is greeted by her mother, Althea Pontoon, after returning from the Middle East to Fort Gordon, Ga.

This is INSCOM



photo by Sgt. Nicole Alberico

Sgt. Frank Newman, of the 500th MI Group, puts his 'war face' on while receiving an IV from Chief Warrant Officer Timothy Goodrow during field first aid training near Camp Zama, Japan.



photo by Pfc. Justin Nieto

Spc. Roxanne Pratt, INSCOM's soldier of the year, conducts common task training.

This is INSCOM



photo by Staff Sgt. Andre Butler

Sgt. Maj. Brandt Thomas, plans and operations sergeant major, Headquarters and Headquarters Detachment, 116th Military Intelligence Group, fires a 9mm Beretta hand-gun during a weapons qualification range.



photo by Brian Murphy

INSCOM Day gave personnel living in the Washington D.C. area a chance to relax and have a little fun.

66th Military Intelligence Group



Commander:
Col. Gus E. Greene
Command Sergeant Major:
Faron D. Barton

MISSION: The 66th Military Intelligence Group conducts multidiscipline intelligence operations and produces predictive all-source intelligence in support of U.S. Army Europe, theater and national customers in order to facilitate the gaining and maintaining of information dominance.

As the U.S. Army ground intelligence component in Europe, the 66th MI Group provides all-source intelligence, analysis, human intelligence operations and counterintelligence support to protect, sustain and gain information dominance while supporting U.S. European theater commanders.

That support ranges from producing cutting-edge intelligence products to providing daily counterintelligence and force-protection operations to garrison and deployed tactical commanders

throughout the USAREUR area of operations.

The 66th MI is headquartered at the Dagger Complex in Darmstadt, Germany, centrally located in the European region and 30 minutes from USAREUR Headquarters. With detachments throughout Europe, the 66th covers six countries and forward deployed assets in the Balkans, and provides significant contributions to Operations Enduring Freedom and Iraqi Freedom.

The Group is a major subordinate command of the U.S. Army Intelligence and Security Command, which provides administrative control. The commanding general, USAREUR, exercises operational control. The Deputy Chief of Staff for Intelligence USAREUR is responsible for requirements, mission guidance, and tasking of the 66th MI Group and exercises staff supervision.

The Group's intelligence products are formulated from requests by commanders on the ground in the regions where they are conducting operations. Intelli-



gence officers use the information to prepare follow-on missions and tasks in their areas of operation.

The 66th can pull data and intelligence reports from many different organizations and input media from around the world. These products provide a web architecture of intelligence information for commanders on the ground to tailor to their needs.

In addition to daily intelligence production, the Group can provide a big-picture view at an operational level through its Deployable Intelligence Communications System that provides a reach-back intelligence capability of communication networks in the theater.

The Group provides human intelligence and counterintelligence support for force protection, producing threat assessments for local commanders throughout the theater.

Soldiers and civilians respond to reports of espionage to the local areas, providing threat assessments in an effort to protect the soldiers, civilians, family members and facilities in the European theater.

The Group also provides the capability and personnel to research information for personal security clearances, providing the interviews and investigations needed to clear personnel serving throughout USAREUR.



108th Military Intelligence Group

Commander:
Col. Susan L. Huggler
Command Sergeant Major:
Lori Brown

Mission: The 108th Military Intelligence Group serves as a rapid radio-relay station that provides secure communications and research and development for the Department of Defense.

Mirroring the Army at large, the 108th Military Intelligence Group at Bad Aibling Station, Germany, continues to undergo its own transformation. Much of last year was spent focusing on the base closure originally scheduled for September 2002. The 108th MI Group successfully balanced its support to national and theater commanders with a partial mission transition.

Throughout the ongoing transition efforts, much of the group's leadership became heavily involved with the concept of a European security operations center to be located at Darmstadt, Germany. The intent of this collaboration is to foster a dynamic and versatile approach to better serve the needs of national and tactical consumers of intelligence. The 108th MI Group has played a prominent role in the conceptualization and development



of this center.

The events of Sept. 11, 2001, refocused the group's efforts on the war against terrorism. In addition to providing national-level support, the 108th MI Group deployed soldiers to Afghanistan in direct support of Operation Enduring Freedom and ensured the reliable and accurate production of force protection information to assist in homeland defense through special initiatives in support of Operation Noble Eagle.

A subordinate unit, the Menwith Hill MI Battalion (Provisional), provides trained intelligence professionals in support of the National Security Agency. The Menwith Hill unit deployed soldiers to Kuwait to support Operation Desert Spring, to U.S. Central Command headquarters, and to serve with the intelligence cell at Bagram Air Base, Afghanistan.

As part of a remote Department of Defense facility, the

group's soldiers provide many of the support services for Bad Aibling Station. The Bad Aibling Station clinic, staffed by 108th MI Group soldiers, was named the best clinic in southern Germany. The Army Post Office clerks received accolades from the U.S. Army Europe postal inspection team for passing their annual inspection. Also, the School Age Services received accreditation from the National Association for the Education of Young Children, and the National School Age Care Association accredited the station's Child Development Center.

The 108th MI Group remains committed to Army Transformation and dedicated to providing support to national and theater customers. Responsive in its thinking and planning, the 108th MI Group continues to demonstrate its versatility and significance to the military intelligence community and the Army.

115th Military Intelligence Group

Commander:

Col. Benjamin D. Lukefahr

Command Sergeant Major:

Millard L. Moore

Mission: The 115th Military Intelligence Group provides trained and ready professionals to meet requirements of the Kunia Regional Security Operations Center, Pacific Warfighters, and national decision makers, while simultaneously setting conditions for success as a key player in the transformation of the theater's intelligence architecture.

With the campaign against terrorism defining the face of national strategic objectives, the role of timely, accurate and relevant intelligence has been placed at the forefront of the country's military priorities.

The 115th Military Intelligence Group at Schofield Bar-

racks, Hawaii, focused this year's transformation efforts on re-energizing the Kunia Regional Security Operations Center's (KRSOC) signals intelligence mission. As KRSOC made major strides in the creation of a joint working environment, the 115th MI Group populated key leadership positions throughout all areas of the command, from taking over three of the KRSOC's major directorates to providing well trained 732nd MI Battalion officers to serve as Senior Watch Officers.

Over the last year, the 115th MI Group was busy working in concert with U.S. Army Pacific, INSCOM, and the 500th MI Group to facilitate the relocation of the 500th MI Group headquarters from Japan to Schofield Barracks. This action represents but one step in the overall re-modeling of INSCOM's Pacific Theater intelligence architecture to create efficiencies and enhance overall



support to warfighters and decision makers. Over the next two years, the 115th will transition along with the 500th MI Group to provide robust command and control as part of a new and evolving Theater Intelligence Group (TIG), while giving emphasis to posturing the 732nd MI Battalion for continued success as the Army component of the KRSOC.

The past year also saw continued steps in operational innovation by the 115th MI Group. Several projects were set forth to survey and analyze key targets. To date, the results have been praised by elements of the national intelligence community for the information provided. At the same time, the unit demonstrated through a number of venues its commitment to being the Army's "premier intelligence unit."

The 115th MI Group supported more than six U.S. Pacific Command joint exercises, providing scenario development support, intelligence scripting and deployments for exercise control cell positions.

Additionally, the group supported U.S. Central Command efforts for Operation Enduring Freedom and Iraqi Freedom through deployments to CENTCOM Headquarters, Jordan, Kuwait and Qatar.





Commander:
Col. Robert A. Carr
Command Sergeant Major:
Paul Hibshman

Mission: The 116th Military Intelligence Group executes dominant intelligence, security and information operations to answer national, theater and component commanders' intelligence requirements. The unit also commands, controls and provides full-spectrum support to organic elements and Gordon Regional Security Operations Center components.

The 206th Military Intelligence Battalion, which is located at Fort Gordon, Ga., falls under the 116th Military Intelligence Group. The battalion provides personnel, intelligence assets, and technical support to conduct signals intelligence operations within the Gordon Regional Security Operations Center, Fort Gordon, the Medina Regional Security Operations Center, and worldwide as required.

The Gordon Regional Security Operations Center was established in 1994 as the third leg of a triad of sites designed to meet the nation's changing needs for

116th Military Intelligence Group

regional intelligence support and to accommodate the fiscal realities of the 1990s, including the closing of many of the intelligence community's overseas locations. GRSOC's primary mission, therefore is to ensure deployed U.S. forces receive the accurate, timely, expedient information that this far-flung network once provided.

Training is an essential tool in ensuring that people and processes are ready to meet the challenge of this demanding environment. Accordingly, GRSOC rapidly established itself as a leading provider of operational, technical, and—especially—language training. In this way, it has grown to integrate the training and operational needs of both national and tactical personnel in one centralized location, serving local personnel as well as visitors from across the country and around the globe.

Senior guests, inspectors and a steady stream of daily visitors acknowledge GRSOC as a model installation, recognition that has been confirmed by many prestigious personal and organizational awards.

Stepping up to the primary tenets that underlay the very creation of the organization—support to military operations, continued access despite the loss of overseas real estate, and a skilled workforce ready to tackle the latest in technology, GRSOC is a success story that continues to be written daily.

With both battalions working continuously — 24-hours a day, seven days a week, the 116th Military Intelligence Group provides warfighters with the intelligence needed to serve and protect this nation from all of its enemies — foreign and domestic.



300th Military Intelligence Brigade



Commander:
Col. Mark O. Ainscough
Command Sergeant Major:
Jim Mower

Mission: The 300th Military Intelligence Brigade (Linguist) provides language and military intelligence support to INSCOM subordinate units, other wartrace commands, Army theater commands and the Department of Defense in multiple contingencies.

The 300th Military Intelligence Brigade (Linguist) provides trained and ready linguist and military intelligence soldiers to commanders from brigade through Army level. The organization is built from the bottom up with five-soldier teams having unique language and military skills, including human intelligence collectors, translators, interpreters, counterintelligence agents and signals

intelligence voice interceptors and analysts.

The 300th MI Brigade is an Army National Guard element with headquarters in Draper, Utah. Its battalions are in Washington, California, Florida, Utah, and Louisiana, with companies in Massachusetts and Illinois and a separate team in Guam.

The brigade has 1,400 documented linguist team positions, which have changed radically over the past several years and will continue to transform to meet the Army Language Master Plan. The language mix has narrowed and focused to meet the needs of the Army.

The brigade has 19 documented languages. Arabic, Persian-Farsi and Korean are heavily represented, and the brigade has other regionally important languages such as Russian, Chinese, Vietnamese, Thai, Spanish, French, Turkish, Serbo-Croatian and

German. Major conflict languages, with closely associated countries, make up 60 percent of the brigade force structure.

The brigade has always had an innovative and difficult mission. It will continue to be more groundbreaking under the Intelligence XXI plan and the Army Intelligence Transformation Campaign Plan. The brigade will provide linguists and human intelligence soldiers across the spectrum of operations. Its teams have been identified to provide linguist support to the Interim Brigade Combat Team Prophet system and to support theater-level forces and reach operations from the Continental United States.

The six battalions of the 300th MI Brigade are partially deployed to support current operations, and others are preparing for continued rotations. Deployments include Operation Enduring Freedom, Multinational Force Observer Sinai and the Stabilization Force in Bosnia. The deployments are both language and human intelligence specific missions.

The battalions have responsibilities to support INSCOM units, specifically the 501st MI Brigade, 513th MI Brigade and 500th MI Group. They also support the 18th Airborne Corps and I Corps and are integral parts of many operational and contingency plans.



470th Military Intelligence Group

Commander:
Col. Rey A. Velez
Command Sergeant Major:
Jacqueline Moate

Mission: The 470th Military Intelligence Group executes multi-discipline intelligence operations while conducting cooperative regional peacetime engagements within the U.S. Army South area of responsibility in support of the combatant commander.



The 470th MI Group was reactivated Oct. 16, 2002, after being inactive since 1997. Although the unit was activated during a ceremony at Fort Buchanan, Puerto Rico, it has since relocated to Camp Bullis, Texas.

The 470th Military Intelligence Group provides support to Plan Columbia and the Medina Regional Security Operations Center.

Additionally, the 470th MI Group continues to provide leading-edge threat vulnerability assessments and main body support to medical and dental readiness exercises conducted in Central and South America.

The 470th MI Group created

a synergistic effect by combining the efforts of the 314th and the 204th MI Battalions. The end result allowed commanders to use manpower and assets more efficiently to provide robust intelligence production for consumers around the globe.

During a time of great personal and professional upheaval, the 470th MI Group retained mission focus and continued to provide U.S. Army South leaders with timely and accurate intelligence. The move from Fort Buchanan, Puerto Rico to San Antonio was accomplished with minimum disruption, enabling 470th MI Group soldiers and civilians to continue to accomplish their

mission.

The 470th MI Group was originally constituted July 12, 1944 in the Army as the 470th Counter Intelligence Corps Detachment and activated at Quarry Heights, Panama Canal Zone July 31, 1944 with an authorized strength of 10 officers, five warrant officers and 62 enlisted soldiers. The detachment was assigned to the Caribbean Defense Command.

The 470th CIC Detachment was redesignated as the 470th Intelligence Corps Detachment in 1961. The unit was redesignated the 470th MI Group in 1966.

The 470th MI Group was reassigned to INSCOM Jan. 1, 1977.

500th Military Intelligence Group

Commander:
Col. Mark W. Perrin
Command Sergeant Major:
Dan F. Jones

Mission: The 500th Military Intelligence Group conducts multidiscipline intelligence and security operations and provides intelligence support to information and force protection operations in the U.S. Pacific Command area of responsibility.

The 500th MI Group, headquartered at Camp Zama, Japan, is one of three INSCOM Pacific units fulfilling the intelligence needs of the U.S. military.

The group's top priority is to collect, analyze, produce and disseminate all-source intelligence to support peacetime, crisis, contingency and major combat operations requirements of forward-stationed U.S. Army Pacific forces, deployed Army forces, components, coalition forces or U.S. Pacific Command joint task forces. The 500th's mission also

includes deploying intelligence enablers, including intelligence communications, all-source and single-source intelligence support elements and counterintelligence teams.

The 500th MI Group is dispersed strategically throughout the Pacific. The group headquarters houses the Headquarters and Headquarters Detachment, Counter Intelligence Detachment-Japan headquarters and the Asian Studies Detachment. Stationed in northern Japan at Misawa Air Base is the 403rd MI Detachment.

Counter Intelligence Detachment-Japan provides counterintelligence support to force protection for forces in Japan and deploying Army forces throughout the area of operations.

The Asian Studies Detachment (ASD) exploits open-source information from regional publications and electronic sources, most published in the vernacular. ASD is unique in that most of the division is comprised of Japanese civilian employees, many with extensive military experience.



The 403rd MI Detachment is a signals security organization fully integrated into the joint facility known as the Misawa Cryptologic Operations Center. Its mission is to analyze and report on the joint command and control of ground forces. The 403rd also supports collection operations with co-located Air Force and Navy counterparts.

The Security Liaison Detachment conducts official liaison with Japan's national investigative and security agencies in support of ongoing counterintelligence support to force protection missions. It maintains protocol with decision makers on issues of mutual interest and represents INSCOM and the 500th MI Group commander in promoting the group's bilateral intelligence partnership with Japan.

The 205th MI Battalion provides USARPAC's commanding general and designated commanders with theater level, multidiscipline intelligence and counterintelligence support. Its personnel rapidly deploy tailored intelligence enabler teams throughout the Pacific theater and provide daily situational awareness through all-source collection management, intelligence analysis and intelligence planning functions to the USARPAC commanding general.





501st Military Intelligence Brigade

Commander:

Col. Mary A. Legere

Command Sergeant Major:

Randy N. McMillan

Mission: The 501st Military Intelligence Brigade provides combat information and multi-discipline intelligence to joint and combined warfighting commanders and staffs in the Republic of Korea.

The 501st Military Intelligence Brigade continues a legacy of service as the eyes and ears for the longest-standing stabilization force mission in U.S. military history. The brigade is dedicated to supporting the combined forces operations of upholding the armistice agreement that ended hostile action on the Korean Peninsula in 1953.

The brigade, headquartered in Seoul, Korea, and its four battalions have become a uniquely configured military intelligence organization incorporating all forms of traditional and developing intelligence collection, analysis and dissemination technologies. The 501st MI Brigade is the only Army unit of its kind containing organic assets that span the full array of intelligence disciplines, imagery intelligence, signals intelligence, communications intelligence, measurement and signatures intelligence and human intelligence.

Under the peninsula's current



political climate, the brigade's mission focuses on supporting warfighters by providing indications and early warning of actions by North Korean forces that would threaten a tense but stable peace. If hostilities begin, the brigade mission would shift to providing combined, multidiscipline intelligence and force protection support to the United Nations Command/Combined Forces Command, the CFC Ground Component Command and their subordinate units (primarily the 8th U.S. Army and the forces of the Republic of Korea).

The 3rd MI Battalion traces its more recent line of aerial reconnaissance and surveillance units in support of forces and commanders in Korea to the deployment of OV-1 Mohawk aircraft to Korea in 1964. The battalion conducts intelligence collection with RC-12 Guardrail and RC-7 Airborne Reconnaissance Low aircraft.

The 524th MI Battalion manages human intelligence collection operations. Teams from the 524th operate from various locations throughout the country

performing force protection and liaison missions with ROK forces.

The 527th MI Battalion provides strategic and tactical signals intelligence support to commanders on the Korean peninsula, commands throughout the Pacific, and national consumers.

The 532nd MI Battalion, houses brigade elements that bring the whole collection effort together. This operations battalion processes, analyzes, produces and disseminates intelligence. Subordinate units are located throughout the peninsula and include assets such as the Deployable Intelligence Support Element, a package of personnel and equipment that can take intelligence databases to warfighters and operations in remote locations.

The 368th MI Battalion, an Army Reserve unit headquartered in Phoenix, Ariz., comprises the fifth battalion under the 501st MI Brigade's structure. This relationship results in continuous involvement and integration of elements of the 368th in the brigade's operations and training.

513th Military Intelligence Brigade

Commander: Col. Jon M. Jones
Command Sergeant Major:
Carnell Draughan

Mission: The 513th Military Intelligence Brigade deploys in strength or in tailored elements to conduct multidiscipline intelligence and security operations in support of Army components of U.S. Central Command, U.S. Southern Command and other theater Army commanders.

The 513th Military Intelligence Brigade is supported by four battalions: the 201st, 202nd, 204th and 297th. Each battalion has its own unique mission that plays a vital role in the mission of the brigade as a whole.

The 201st MI Battalion, located at Fort Gordon, Ga., has been actively engaged in almost every major military contingency operation since Operation Desert Storm, including deployments to Kuwait and Saudi Arabia in support of Operation Southern

Watch. It also has supported rotations to Somalia, Honduras, Haiti, Ecuador, Colombia, Chile, Singapore, Korea, Bosnia and Kosovo. The battalion has maintained an active tactical presence in Southwest Asia through contingency deployments and training missions in support of the commander of U.S. Army Forces Central Command.

The soldiers of the 201st currently are deployed in support of Operation Enduring Freedom even as others are providing intelligence locally from Fort Gordon.

The 202nd MI Battalion is stationed at Fort Gordon. In the six months after Sept. 11, 2001, deployed Task Force 202nd MI became one of the largest producers of Intelligence Information Reports (IIRs) in the Department of Defense. As of mid-May 2002 the task force completed screening of several thousand detainees, conducted more than 2,500 interrogations, and produced more than 1,000 high-quality IIRs



focused on the warfighters' critical information requirements.

One of the most effective organizations used by TF 202nd was the Mobile Interrogation Team (MIT), the tactics, techniques and procedures of which were developed internally. Since the earliest days of ground combat operations in Afghanistan, MITs were deployed with specialized units to seek out detainees, screen them, conduct interrogations and provide timely, accurate and relevant intelligence.

The 204th MI Battalion (Aerial Reconnaissance) at Fort Bliss, Texas, conducts airborne intelligence electronic warfare operations using the Airborne Reconnaissance Low (RC-7) aircraft. The 204th currently is supporting the U.S. Southern Command's counternarcotics strategy.

The 297th MI Battalion currently has soldiers deployed to Kuwait and Afghanistan directly supporting the Coalition Forces Land Component Commander headquarters in the U.S. Central Command area of responsibility. They conduct operations through the Analysis and Control Element, unmanned aerial exploitation and Joint Surveillance Target Attack Radar System Common Ground Station.





704th Military Intelligence Brigade

Commander:

Col. Marcus A. Kuiper

Command Sergeant Major:

Randy D. Wilson

Mission: The 704th Military Intelligence Brigade conducts synchronized full-spectrum signals intelligence, computer network and information assurance operations directly and through the National Security Agency to satisfy national, joint, combined and Army information superiority requirements.

With the motto of “Here and Everywhere,” the 704th Military Intelligence Brigade has subordinate battalions at Fort George G. Meade, Md., and Buckley Air Force Base, Colo., with additional elements assigned in support of Army and joint commands such as U.S. Central Command, U.S. Joint Forces Command, Army Special Operations Command and Army Forces Command.

The 741st MI Battalion at Fort Meade provides trained soldiers to conduct information superiority operations within the National Security Agency and Central Security Service; has linguist support to the National Security Agency, the intelligence community and other U.S. govern-

ment agencies; and operates the Joint Training Center on behalf of the U.S. Army Intelligence and Security Command, Air Intelligence Agency and Naval Security Group Command.

The 742nd MI Battalion, also at Fort Meade, conducts contributory analysis and reporting through the Army Technical Control and Analysis Element, carries out information operations and supports the Trojan satellite communications system.

The 743rd MI Battalion, located at Buckley Air Force Base near Denver, Colo., provides technically qualified “space smart” soldiers for exercises and in support of tactical commanders.



902nd Military Intelligence Group

Commander:

Col. Michael D. Bisacre

Command Sergeant Major:

Johnnie Neill

Mission: The 902nd Military Intelligence Group conducts counterintelligence activities to protect the U.S. Army, selected Department of Defense forces and agencies, classified information and technologies by detecting, identifying, neutralizing and exploiting foreign intelligence services and transnational terrorist threats.

The 902nd MI Group provides direct and general counterintelligence support to Army activities and all Army major commands. It also provides general support to other military department counterintelligence and intelligence elements, all unified commands, several defense agencies and national agency counterintelligence and security activities and organizations.

The 902nd MI Group headquarters and subordinate battalion activity headquarters are located at Fort George G. Meade, Md. The group has company headquarters, detachments and resident or field offices in 29 other locations inside and outside the Continental U.S.

The 902nd MI Group consists of the Headquarters and Headquarters Detachment, 308th MI Battalion, 310th MI Battalion and the U.S. Army Foreign Counterintelligence Activity.

The HHD provides personnel

administration, training and logistical support to the 902nd's headquarters and provides billeting for the group soldiers and several designated units on Fort Meade.

The 308th MI Battalion conducts baseline counterintelligence security operations, collection and investigations in support of Army installations, and active and reserve forces throughout the United States. It conducts vulnerability assessments and focused collection efforts at major Department of the Army and Department of Defense research, development and testing facilities, including large contractors. The battalion also provides CI security advice and assistance to joint and national-level agencies and multidiscipline counterintelligence support to the international treaty verification process throughout the United States.

The 310th MI Battalion is the Army's largest defense counteres-

pionage asset. It conducts counterespionage/counterintelligence investigations, CI operations and multidiscipline CI technical operations in support of Army and defense agencies in peace and war. It is the only Army unit that can employ all of the CI disciplines in a comprehensive operation.

The FCA supports U.S. Army and counterintelligence activities through detecting, identifying and providing unique operational "windows" into the plans, intentions, and activities of foreign intelligence organizations directed against the U.S. Army. A significant mission of the FCA is to counter the threat from proliferation of weapons of mass destruction and high-technology weapons systems.





Commander:
Col. Larry W. Fleniken
First Sergeant: Michael Ables

Mission: The Army Joint Surveillance Target Attack Radar System (JSTARS) Company provides Army aircrew members aboard JSTARS aircraft to support surveillance and targeting operations of Army land component and joint or combined task force commanders worldwide.

The Army JSTARS Company, a component of the 297th Military Intelligence Battalion, 513th MI Brigade, is the linchpin of all JSTARS E-8C radar support to Army warfighters worldwide. The JSTARS Company, integrated into the U.S. Air Force 93rd Air Control Wing at Robins Air Force Base, Ga., provides exclusive Army interface in centralized wing planning and coordination efforts that enable decentralized execution of E-8C operational missions and Army-wide Common Ground Station/E-8C training.

The Joint Surveillance Target Attack Radar System is a theater battle management platform that provides command and control, and intelligence, surveillance and reconnaissance support to a joint force commander's campaign

Army JSTARS Company

objectives. JSTARS contributes to an understanding of the enemy and friendly situations and assists in the delay, disruption, and destruction of enemy forces.

JSTARS includes airborne and ground-based segments. The airborne segment consists of the E-8C aircraft and includes a radar subsystem, an operations and control subsystem, and a communications subsystem. The ground-based segment consists of the Army and Marine Corps Common Ground Stations on Humvees and located with maneuver, aviation, and artillery brigades and at division, corps, and echelon-above-corps operations centers.

The radar data is collected and processed onboard the E-8 in near-real time and sent, uninterrupted, to the ground stations. Both the E-8 and ground stations simultaneously exploit the radar data relevant to their commanders' battle management, intelligence, and targeting priorities.

Assigned Army officers and noncommissioned officers occupy key operational and staff positions throughout the wing with each of them serving in a dual role as an

aircrew member or in a staff or leadership position. For example, within the wing headquarters Army personnel are the deputy wing commander and chief of wing plans and exercises, and within the squadrons the director of operations and scheduling, standards and evaluations, and tactics NCOs.

Aboard the E-8C the same officer, as deputy mission crew commander, is second in command of the mission aircrew of 18 individuals (Army and Air Force) including communications and radar technicians, airborne weapons officers, airborne intelligence personnel, and surveillance and tracking personnel. The same NCO is qualified as an airborne tactical surveillance supervisor and is the pivotal interface who ensures the radar data flow is uninterrupted between the air and ground.

Warfighting skills and techniques have been honed by repeated deployments. In late 2001 JSTARS was called upon to support the air and ground operations of Operation Enduring Freedom in Southwest Asia, where aircrews logged more than 3,000 hours.



U.S. Army Personnel Security Clearance Facility

Commander:

Col. Timothy O'Neill

Sergeant Major:

Master Sgt. Dave Leboeuf

Mission: Grant, deny or revoke security clearances and determine Sensitive Compartmented Information access eligibility for the total Army and DA contractors.

Formed in 1977 as part of the U.S. Army Military Personnel Center, CCF serves as the US Army's executive agency for personnel security determinations in support of Army world-wide missions.

CCF became a part of the U.S. Army Intelligence and Security Command in October 2002 and its mission is to grant, revoke, and deny eligibility based on personnel security background investigations and continuing evaluation reports. It conducts liaison with other federal agencies and service organizations. Addi-



tionally, CCF also screens drill instructor, recruiter and command sergeant major candidates; conducts lieutenant colonel and colonel command board screens; performs general officer, senior executive service and colonel promotion board screenings; and supports the Immigration and Naturalization Service by assisting with soldier citizenship applications.

Over the past year, CCF has played a central role in the granting

of more than 500 security clearances as part of the Army and DoD Contract Linguist Program. These linguists have played and continue to play a critical role in the conduct of combat operations in the Middle East.

Located at Fort Meade, Md., the organization has approximately 100 full time personnel and is augmented by more than 30 Army reserve soldiers on two-year active duty assignments.

INSCOM Training and Doctrine Support Detachment

Commander:

Col. Kevin Peterson

Sergeant Major:

Lawrence J. Haubrich

Mission: Collaborate with national, joint, and Army agencies and organizations to support U.S. Army military intelligence (MI) proponent and INSCOM requirements.

ITRADS is responsible for

managing the Army's inventory of Counterintelligence Special Agent Badge and Credentials, and Military Intelligence Representative Credentials.

ITRADS is responsible for, and has the authority for, publishing the Army's administrative policies and procedures for managing the program, and to enforce the regulatory requirements through its inspection program.

During Fiscal Year 2003,

ITRADS supported the military intelligence proponent in concert with INSCOM for organization, materiel, and personnel issues by supporting TRADOC and MI sponsored integrated concept teams, workshops, and training.

ITRADS also leads the effort for the development of a field manual special text for intelligence reach as part of a matrix team consisting of ITRADS, INSCOM, and other intelligence agencies.



National Ground Intelligence Center

Commander:
Col. Dalton Jones
Command Sergeant Major:
Larry Johnson

Mission: The National Ground Intelligence Center produces and disseminates all-source integrated intelligence on foreign ground forces and supporting combat technologies to ensure that U.S. forces have a decisive edge on any battlefield.

The National Ground Intelligence Center is the Department of Defense's primary producer of ground forces intelligence. NGIC produces scientific and technical intelligence and military capabilities analysis on foreign ground forces required by warfighting commanders, the force modernization and research and development communities, and Department of Defense and national policymakers.

The Forces Directorate consists of area and military specialists studying foreign ground forces from the operational level through the small-unit level. These analysts maintain detailed knowledge of current foreign ground force capabilities as well as a focus of five, 10 and 20 years in the future. They examine foreign armies from a perspective that includes battlefield operating systems,



doctrine, tactics, techniques and procedures, training, maintenance, logistics, and order of battle.

The Ground Systems Directorate has highly skilled specialists such as physicists, chemists, computer scientists, mathematicians, and engineers in the fields of aeronautics, automotive, chemical, electronics, energetics, industrial, mechanical, and robotics, along with modelers, simulation experts, and other technical specialists evaluating virtually everything that might be used to threaten U.S. soldiers.

Subject areas covered include tanks, infantry fighting vehicles, artillery, rocket launchers, helicopters, gun-based air defense systems, chemical weapons, small arms, mines, trucks, military engineering equipment, unmanned airborne vehicles, command and control systems, radios, radars, electronic countermeasures, camouflage, concealment and deception equipment.

NGIC is the primary agency

within DoD responsible for the acquisition-requirement management and exploitation of foreign ground systems materiel and helicopters. NGIC's Foreign Materiel Program gathers military intelligence, characteristically found on recent battlefields or other places foreign materiel may be available - looking down hatches and kicking tires. This extremely complex process involves factors such as materiel availability, prioritized customer requirements, funding, and test site availability.

Visualization is critical to military intelligence, and NGIC's Imagery Assessments Directorate (IAD), headquartered at the Washington Navy Yard, is singularly capable of providing the pictures the Army and warfighters need. Consisting of experienced imagery analysts and imagery scientists specializing in physics, chemistry, and mechanical engineering, IAD develops and produces a range of sophisticated imagery intelligence products.

1st IO Command (Land)



Commander:
Col. James M. McCarl
Sergeant Major:
Kris D. Putman

Mission: The 1st Information Operations Command (Land) acts as operational focal point for Information Operations for the Land Component commander.

The 1st IO Command (Land) provides support to active and reserve Army and other land component commands to facilitate planning, integration, synchronization, and execution of multi-disciplined IO in all phases of land warfare.

The multiple-component 1st IO is chartered as the focal point for Army IO and is responsible for providing Army-wide IO support to warfighting tests, experiments, exercises, and real-world conflicts.

In recent years, priority

command activities were focused on support to U. S., NATO, and coalition operations in the Balkans, Afghanistan, and Iraq, as well as intensified efforts to protect the Army information infrastructure and the global war on terrorism.

The Plans, Intelligence and Training Division (PITD) is organized with regionally focused IO and IO-related intelligence planning teams assigned to provide reach-back planning and special studies support. PITD planners are continuously involved prior to, during, and after exercises and real-world contingencies. The PITD planners are principal contributors to IO doctrine development and integration, including the synchronization of IO efforts in the Army's Transformation Roadmap.

The Army Reprogramming Analysis Team - Threat Analysis (ARAT-TA) assigned to the PITD has the Army lead in support of the Services' efforts to identify and



report changes in worldwide electronic threat signature information that could require the reprogramming of Army Target Sensing Systems (ATSSs), including Army aviation.

The Computer Network Operations Division (CNOD) encompasses the functional capabilities of protecting the Army's data-handling networks from hostile actions and disrupting an adversary's information-dependent processes.

The Field Support Division (FSD) augments the IO capabilities of active and reserve Army, joint and coalition warfighting commands with multi-disciplined Field Support Teams (FSTs) furnish full-spectrum of multi-disciplined expertise in planning, synchronizing, de-conflicting, integrating, guiding, and assessing the execution of IO during contingency operations and exercises.

The command's visionary, advanced-technology Information Dominance Center (IDC), collocated with the Army Intelligence and Security Command's equally advanced Intelligence Operations Center (IOC) at Fort Belvoir, Va. provides robust, fast-turnaround, reach-back access to national and regional databases for reports, studies, and other data-seeking requirements from the field.

Command honors INSCOM's best

The best of the best were honored recently when the U.S. Army Intelligence and Security Command recognized some of its exceptional soldiers and civilians in a ceremony at the Nolan Building July 31.

The awards the soldiers and civilians received recognize accomplishments in both operations and support to operations. Award recipients received an engraved plaque as a memento of their achievements.

The **Albert W. Small Award**, was presented to **Michael Graziano**, a civilian member of the command in recognition of contributions that are exceptionally meritorious, worthy of special acclaim and directly impact on the mission of INSCOM. Graziano is an intelligence specialist, out of the 902nd MI Group. Graziano spearheaded the Detachment 15, US Army foreign counterintelligence activity's support of strategic counterintelligence operations targeting terrorist groups following the terrorists attacks on Sept. 11, 2001. Graziano distinguished himself and INSCOM, in conducting a counter-terrorism operation that resulted in the production of intelligence that enhanced the security of the United States. His significant contributions, focusing on combating terrorist organizations and foreign intelligence services were truly commendable.

The **Col. Richard F. Judge Award** recognizes



photo by Bob Bills

Michael Graziano, the Albert W. Small Award recipient.



photo by Bob Bills

Ben Farmer, Jr., earned the EEO Award for Collateral Duty.

employees who contributed significantly to the improvement of the "one army military/civilian team" concept within INSCOM. This year's award was presented to **Roy Farner** of the Iraqi team, National Ground Intelligence Center, Charlottesville, Va. The Iraqi team demonstrated teamwork and leadership while supporting our nation's war on terrorism. Farner led the Iraqi team in supporting critical intelligence and operational requirements and producing critical intelligence products in support of the United States and its coalition partners.

The **Jackie Keith Action Officer Award** was presented to an outstanding civilian in recognition of significant performance of achievements. This year's recipient was **Thomas Wetzel**, intelligence specialist, Army Cryptologic Operations, plans and operations, Headquarters, INSCOM. As the primary action officer for cryptologic training, Wetzel significantly enhanced complex training management, support activities, and initiatives supporting the enlisted and warrant officer career management signals intelligence career fields. He was instrumental in coordinating with various Army, Department of Defense, and national agencies on all major issues pertaining to the enhancement of cryptologic and related mission operations.



photo by Bob Bills

Shirley Hamm, the Virginia McDill Award recipient.

The Virginia McDill Award was presented to a civilian employee for skill in administration. This year, two individuals were recognized, one in operations, and one in support to operations. The operations award recipient was **Shirley Hamm**, secretary, from NGIC.

Hamm consistently ensured prompt, accurate, and efficient handling of all competing priorities within her organization. Her demeanor contributed significantly to a professional workplace and productivity

throughout the center.

The Virginia McDill Award in the Support Category was presented to **Amanda Yandell**, administrative specialist, Office of the Staff Judge Advocate, Headquarters, INSCOM. Yandell made the most significant improvements in the administration of the SJA office in over ten years, and performed duties including notary public, security manager, and travel coordinator. Her efficiencies resulted in an increase of over 300 percent in attorney productivity, contributing significantly to mission accomplishment.

The Local National Employee of the Year Award was presented to an employee in recognition for contributions to mission support.

This year's recipient was **Josef Fuermeier**, transportation specialist, Bad Aibling Station, Germany. Fuermeier demonstrated exceptional knowledge and vision in his proposal to use sea containers as a shipping option for the household goods of soldiers and civilians. His idea was accepted by the Consolidated Personal Property Shipping Office – a first for Bad Aibling Station. This initiative greatly reduced the handling of personal property and significantly reduced the number of damage claims, thereby reducing the overall costs for permanent change of station relocations.

The Equal Employment Opportunity Award recognized two employees who achieved outstanding



photo by Bob Bills

Josef Fuermeier, the Local National Employee of the Year.



photo by Bob Bills

Amanda Yandell was honored for her contributions.

results through effective leadership, skill, and innovation in extending equal employment opportunity to the employees of INSCOM. This year, two civilians received the equal employment opportunity award - one for collateral duty, and one for managerial duty.

The EEO Award for Collateral Duty was presented to **Ben Farmer, Jr.**, of NGIC. Farmer accomplished his duties as an EEO counselor while maintaining his outstanding level of performance as a chemist in the ground systems directorate. Farmer's unique counseling and mediation skills have enabled him to find creative solutions for a wide variety of issues, establishing a significant level of confidence and trust on the part of both the complainant and management officials.

The EEO Award for Managerial Duty was presented to **Gregory Loose**, Assistant Chief of Staff, Personnel, Headquarters, INSCOM. Loose has served as a pivotal leader ensuring all people programs managed by INSCOM were characterized by equity and fairness. As the official responsible for command policy and daily oversight of INSCOM military equal opportunity, civilian equal employment opportunity, and management employment relations, Loose played a major role in developing command guidance for the INSCOM Human Relations Training



photo by Bob Bills

Roy Farner, the Col. Richard F. Judge Award recipient.



photo by Bob Bills

Staff Sgt. Pamela Batiste, INSCOM's EEO Award winner.

Program; and he was primarily responsible for the conception and implementation of the INSCOM Civilian Intern Program, greatly improving the diversity posture of the command.

This year's **Military Recipient of INSCOM's EEO Award** was **Staff Sgt. Pamela Batiste**, Headquarters, 704th Military Intelligence Brigade, Fort Meade, Md. Batiste re-energized the brigade's interest in multi-cultural activities and ethnic programs and observances while stressing recognition of ethnic groups and people who made significant contributions to society. Batiste consistently demonstrated superb planning and leadership skills far beyond her rank while completing all assigned duties in an efficient and professional manner. Batiste truly embodies the values and traits of our army's professional soldier.

The Annual Wage Grade Award was presented to a civilian, who is vital in a support role to the INSCOM mission. This year's recipient was **Robert Breen, Jr.**, maintenance mechanic, assistant chief of staff, logistics, Headquarters, INSCOM. Breen performs a highly complex and people-intensive mission in direct support of INSCOM. He is involved in every new operational mission requirement pertaining to renovation, furniture modification, hardware installation, or security upgrades, to ensure that



photo by Bob Bills

Robert Breen, Jr., earned the Annual Wage Grade Award.

Headquarters, INSCOM remains a first-class working facility. He is the consummate customer service employee, exhibiting outstanding devotion to duty and is highly deserving of this prestigious award.

The Volunteer of the Year Award was presented to the individual, military or civilian, who contributed significant volunteer service within their community. This year's recipient was **Sonia Brown**, 116th Military Intelligence Group, Fort Gordon, Ga. Brown is a talented professional at work and an equally talented volunteer in her off time. She devoted 640 hours of volunteer service organizing numerous fundraisers to benefit activities that assisted soldiers, civilians, and their families. She assisted organizations including the Fort Gordon Christmas House, the Golden Harvest Food Bank, the American Heart Association, and the American Red Cross.

The Nonappropriated Fund Employee of the Year award was presented in recognition of consistently high quality performance. This year's recipient was **Sam Matic**, Bad Aibling Station, Germany. Matic performed the duties of maintenance worker in an exemplary manner for the station's morale, welfare, and recreation activity. Due to Matic's hard work, the 2002 4th of July festival equaled the gross sales of the prior year and was regarded as highly successful by both Germans and Americans alike.

The Quality/Customer Service of the Year Award was presented in recognition of outstanding commitment and dedication to quality principles and customer service. This year's recipient was **Lynne Bordeleau-Bennett**, Military Personnel Division, Assistant Chief of Staff, Personnel, Headquarters, INSCOM. Bennett consistently provided expert personnel management advice and guidance to INSCOM activities worldwide, and was instrumental in developing assignment strategies for both enlisted and officer personnel.

The Commander's Plaque for Operational Achievement was awarded to the non-supervisory individual who made the single greatest contribution to the operational effectiveness of INSCOM during the preceding calendar year. This year's recipient was **Spc. Steven M. Siebert**, 116th MI Group. Siebert made significant contributions to the operational effectiveness of INSCOM while serving as an electronic intelligence analyst at the Gordon Regional Security Operations Center. Recognized as the best all-around ELINT analyst to report to the operations center since its inception, Siebert was a driving force for improved training, analysis, and reporting in 2002.



photo by Bob Bills

Sonia Brown, the Volunteer of the Year Award recipient.

Past INSCOM Commanders



Maj. Gen. William I. Rolya
Jan. 1, 1977–March 17, 1981



Maj. Gen. Albert N. Stubblebine III
May 7, 1981–June 27, 1984



Maj. Gen. Harry E. Soyster
June 27, 1984–Nov. 21, 1988



Maj. Gen. Stanley H. Hyman
Nov. 21, 1988–Oct. 10, 1990



Maj. Gen. Charles F. Scanlon
Oct. 10, 1990–Aug. 12, 1993



Maj. Gen. Paul E. Menoher
Aug. 12, 1993–Sept. 20, 1994



Brig. Gen. Trent N. Thomas
Sept. 20, 1994–
Aug. 23, 1996



Maj. Gen. John Thomas Jr.
Aug. 23, 1996–
July 10, 1998



**Maj. Gen. Robert W.
Noonan Jr.**
July 10, 1998–July 13, 2000



Maj. Gen. Keith B. Alexander
Feb. 12, 2001–
July 2, 2003

Past Command Sergeants Major



**Command Sgt. Maj.
Lee K. Stikeleather**
Jan. 1, 1977–Sept. 30, 1979



**Command Sgt. Maj.
Douglas B. Elam**
Oct. 1, 1979–Oct. 30, 1981



**Command Sgt. Maj.
George W. Howell Jr.**
March 15, 1982–Dec. 30, 1984



**Command Sgt. Maj.
Sammy W. Wise**
Dec. 30, 1984–July 16, 1987



**Command Sgt. Maj.
Raymond McKnight**
July 17, 1987–June 18, 1993



**Command Sgt. Maj.
James A. Johnson**
Aug. 8, 1993–July 1, 1995



**Command Sgt. Maj.
Sterling A. McCormick**
July 1, 1995–July 11, 1998



**Command Sgt. Maj.
Ronald D. Wright**
July 11, 1998–July 13, 2001

A soldier in a desert environment, wearing a helmet and goggles, is handing a small purple bag of Skittles candy to a young child. The child is wearing a pink floral patterned shirt and a dark vest. In the background, another person in a blue uniform is standing. The ground is sandy and rocky.

INSCOM's Mission

To synchronize efforts of all INSCOM elements and operations to provide multidiscipline intelligence, security, force protection and information operations in support of theater component warfighters, the intelligence community and other national-level agencies and decision makers.